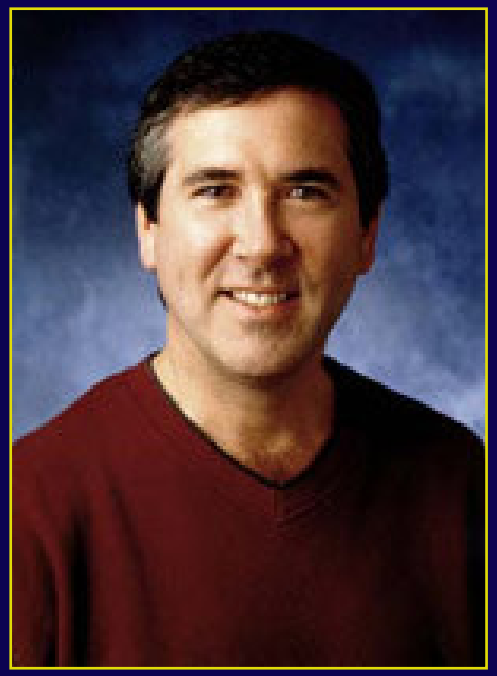
Campus Update

President Wayne Clough

Georgia Tech Foundation
March 1, 2007



Remembering Garry Betty

Went through Georgia Tech in 14 straight quarters while working at the same time.

Worked for Procter & Gamble, then IBM. As president of Digital Communications Associates, became the youngest CEO of an NYSE company. CEO of Earthlink, 1996-2006.

Outstanding Young Alumnus, chair of the Georgia Tech Advisory Board, trustee of the Alumni Association.

Memorial Service will be held in April.

Georgia Tech Promise

- Historic commitment to ensure qualified students from low income families have access to a technological education.
- We are not alone – other prominent public universities are undertaking similar programs.
- Tech Promise is the first of its kind in Georgia, keeps us competitive with our national peers.

Tech Promise – The terms

- Opportunity to graduate debt-free for Georgia students from families with income of $30,000 or less
- Students must be eligible and apply for federal grants like the Pell Grant
- Students to contribute through work-study or a job of their choice
- Analysis – about 400 Tech students will qualify annually
- Will allow us to recruit students in these circumstances in the future.

Tech Promise – How can we make it work?

- Estimated cost: $2 million annually (accommodating both entering students and those already enrolled)
- Long-term:
  - Raise endowment to generate funds to meet cost
  - $50 million required, fits campaign protocol
  - Some endowment already in place
- Advantage – GT Promise frames need-based scholarship requirement
- Short-term:
  - Need GT Foundation to help bridge funds until endowment can be raised
  - 4-year transition: draw down up to $7 million over the course of the next 4 fiscal years according to need

Tech Promise – The students

- Recruited a bright high school student from South Georgia who was not going to apply because of the cost
- Current students:
  - Kyle, senior MSE major
  - James, junior chemistry major
  - Amanda, senior international affairs major
  - Adam, freshman biomedical engineering major

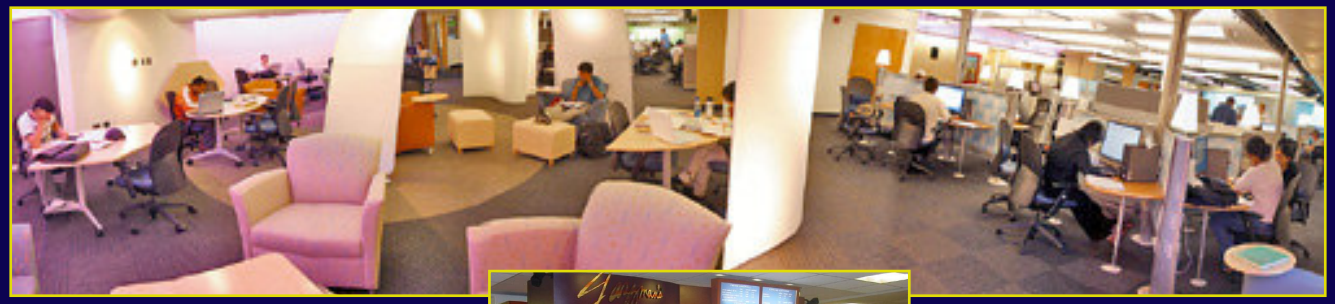
Students: Summer, fall applications

- Summer program for freshmen
  - Began last year for students who needed help to succeed
  - Broader this year: students who want a head start
- Applications: About the same as last year
  - Down: engineering, computing, architecture
  - Up: sciences, Ivan Allen, management
- Strongest applicant pool ever

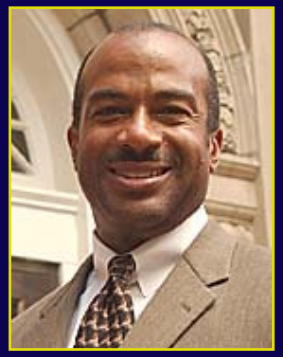
Athletic Association news

- Students agree to athletic fee increase of $112 per year, generating $4 million total
- Tech Fund for season tickets has been rolled out
- Institute working with Dan Radakovich to better integrate the Athletic Association into Georgia Tech, reducing duplication
- $71 million raised toward $100 million goal
- Spring sports off to an exciting start

Special recognitions



Excellence in Academic Libraries Award



Gary May: AAAS Mentor Award

Best IFC in the Southeast: 8 awards (more than double any other campus)

Paul Simon Award for education with an international focus

Recognized for biotech transfer

- No. 4 in start-up companies
- No. 8 in patents filed
- No. 11 in technology transfer

Orthonics

Mind to Market: A Global Analysis of University Biotechnology Transfer and Commercialization

A study by the Milken Institute

CardioMEMS

Other news

- Research awards on record-setting pace
- Legislative session moving slowly
- Prospects good for funding for Hinman Building as minor capital project
- GT Foundation members joined President Clough in luncheon meeting with Lt. Governor Casey Cagle

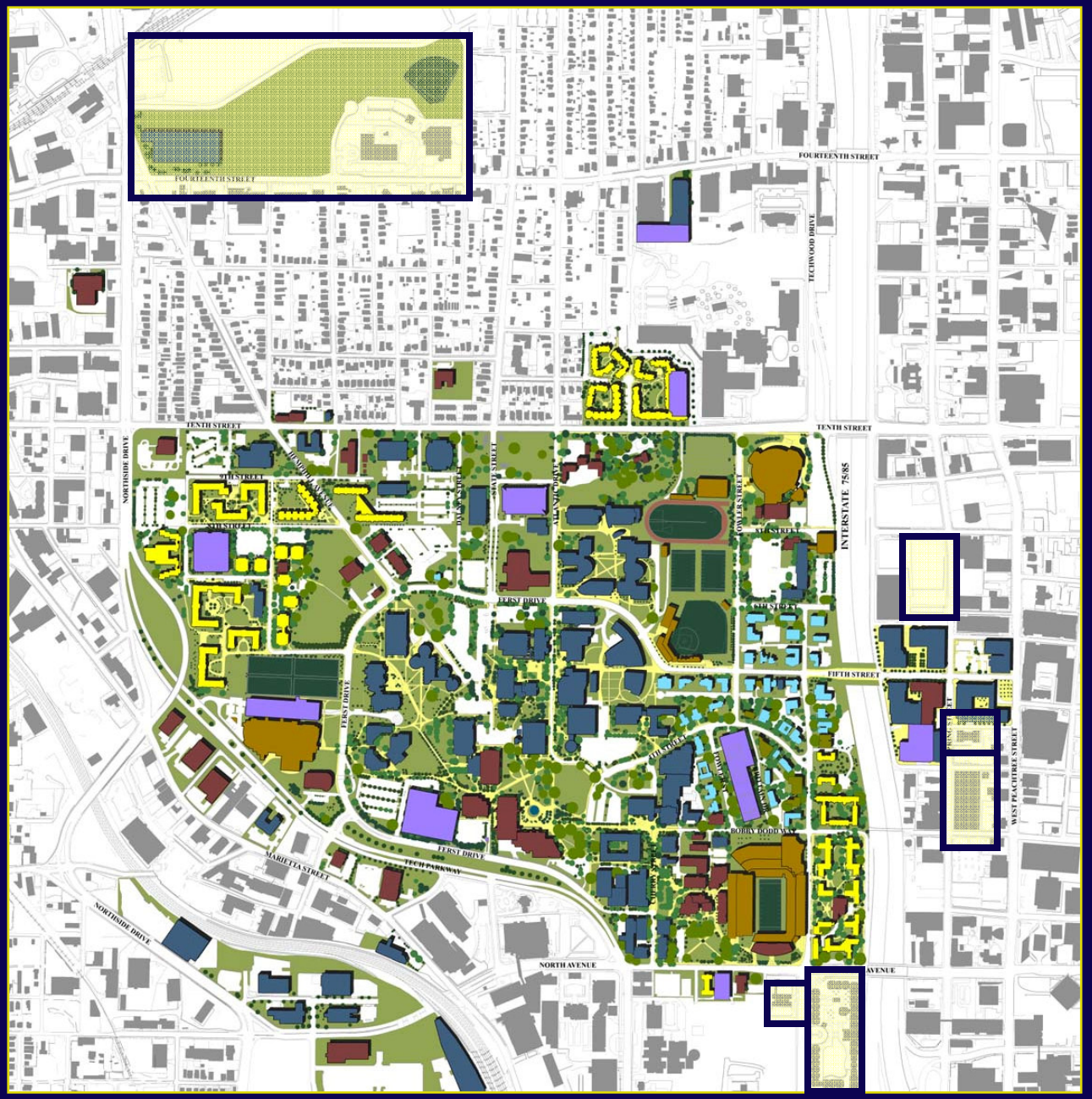
Facilities update

Marcus Nanotechnology Building

Zelnak Basketball Practice Facility

Real estate in play

14th Street
Centergy II
771 Spring Street
BellSouth deck
Ga State Olympic
Residence Halls
Roosevelt House



Campaign

- Focus on principal gifts, building out campaign's programmatic architecture
- Volunteers active in solicitations, prospect identification, developing campaign materials, especially Chair Al West
- Recent and imminent fund-raising trips:
  - New York
  - Texas
  - Michigan
  - California
  - Mississippi
  - Arkansas
- Donors are challenging, stretching our thinking in areas like sustainability, health and medicine
- On track to reach $500 million by year's end

Economic Impact Study follow-up

- Chancellor requests proposals to produce more flexibility, responsiveness by USG institutions.
- System-wide committee on facilities submitted report to the Chancellor in early February.
- Research university report with recommendations for these institutions to the Chancellor shortly.
- Chancellor implementing delegation processes in several areas.

National Governors Association

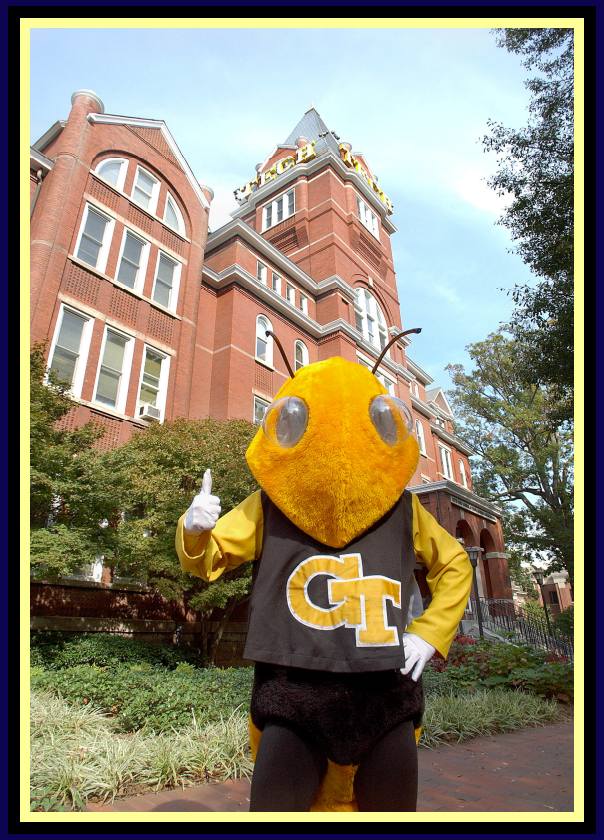
- Innovation task force: K-12 education, higher education, economic development
- 6 governors, 6 CEOs, 5 university presidents
- Chair: Gov Napolitano, Arizona; vice-chair: Gov Pawlenty, Minnesota
- NGA keynotes by John Chambers, Robert Rubin at meeting in Washington, DC last weekend
- Draft white paper discussed
- Governors of many states unhappy with role of universities in meeting states' needs

Branding Georgia Tech: Jim Fetig

Became associate vice president and head of Institute Communications last year.

Leading an Institute branding and marketing initiative.

Branding:
A New Direction for Georgia Tech



Jim Fetig
AVP, Communications & Public Affairs
Georgia Institute of Technology
March 1, 2007

Assessment and Opportunities

Assessment

- GT committed to excellence, innovation, evolution and the highest standards
- GT welcomes strategic communications leadership
- Open to new ideas and directions
- Many definitions of branding and marketing
- Communications model is semi-distributed
- Need internal communications function

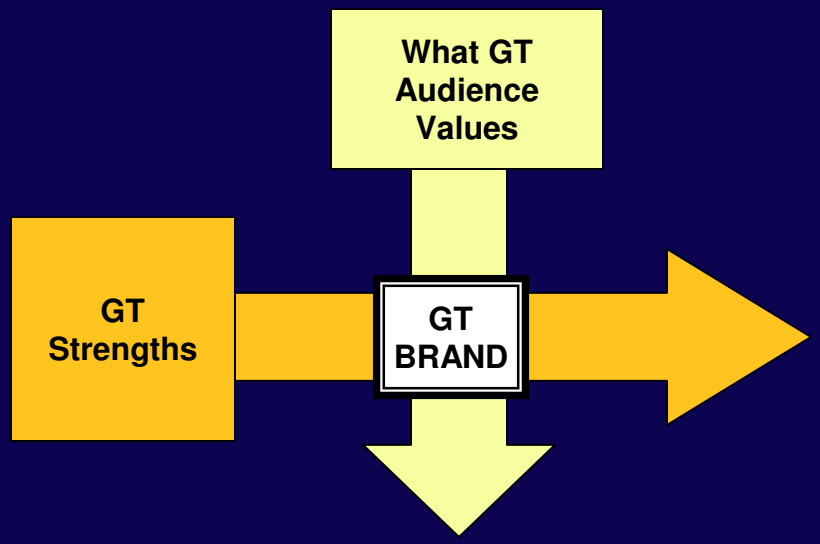
Opportunities

- Develop a powerful master brand and brand culture at GT
- Position GT brand at the national level
- Measurably impact:
  - Quality and diversity of enrollment
  - Corporate customer base
  - Capital and annual campaigns
  - Rankings and ratings

What is Branding?

Definition:

- Create in the mind of the prospect the perception that there is no other product like yours
- Brand identity is a guarantee and represents trust
- Brand identity is mind-share
- Brand identity is an emotional connection



The Right Brand Strategy

Master brand v. product brand strategy

Master brand allows for sub-brands

Colleges and affiliates can have complementary identity

Master brand has to be powerful, focused

Guiding mechanism is message architecture

A brand is little more than a name - <u>and what it means</u>

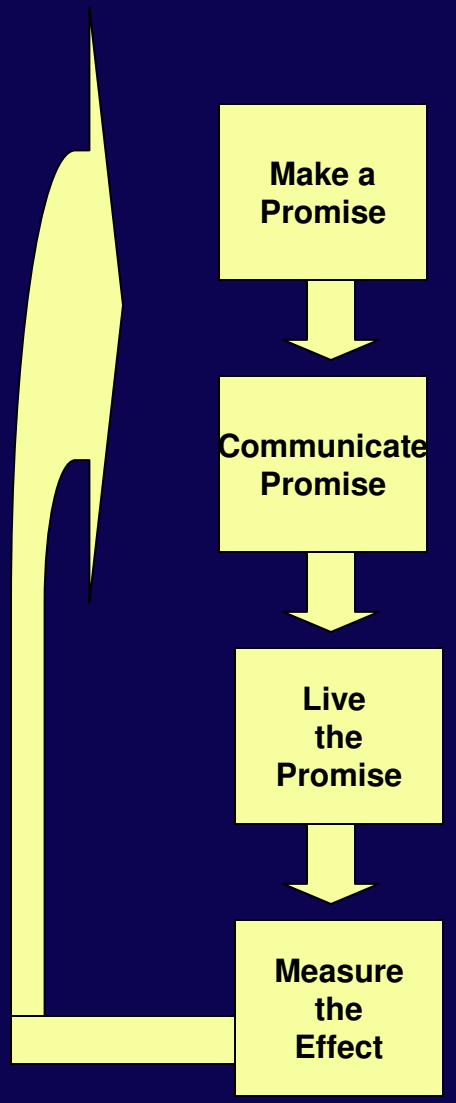
Lots of copiers – only one **Xerox**

Lots of universities – only one **Harvard**

Name v. Product

Can any college market itself without Georgia Tech?

Master brand strategy compensates for both



Roadmap

Research

- Georgia Tech immersion:
  - culture
  - history
  - issues
  - business model
  - expectations
- Initiate org review and align ICPA to focus on branding and marketing
- Initiate brand audit with college and student research components
- Design media/blog metrics
- Procure essential tools
  - Electronics
  - Data bases
  - Professional services
- Obtain resources

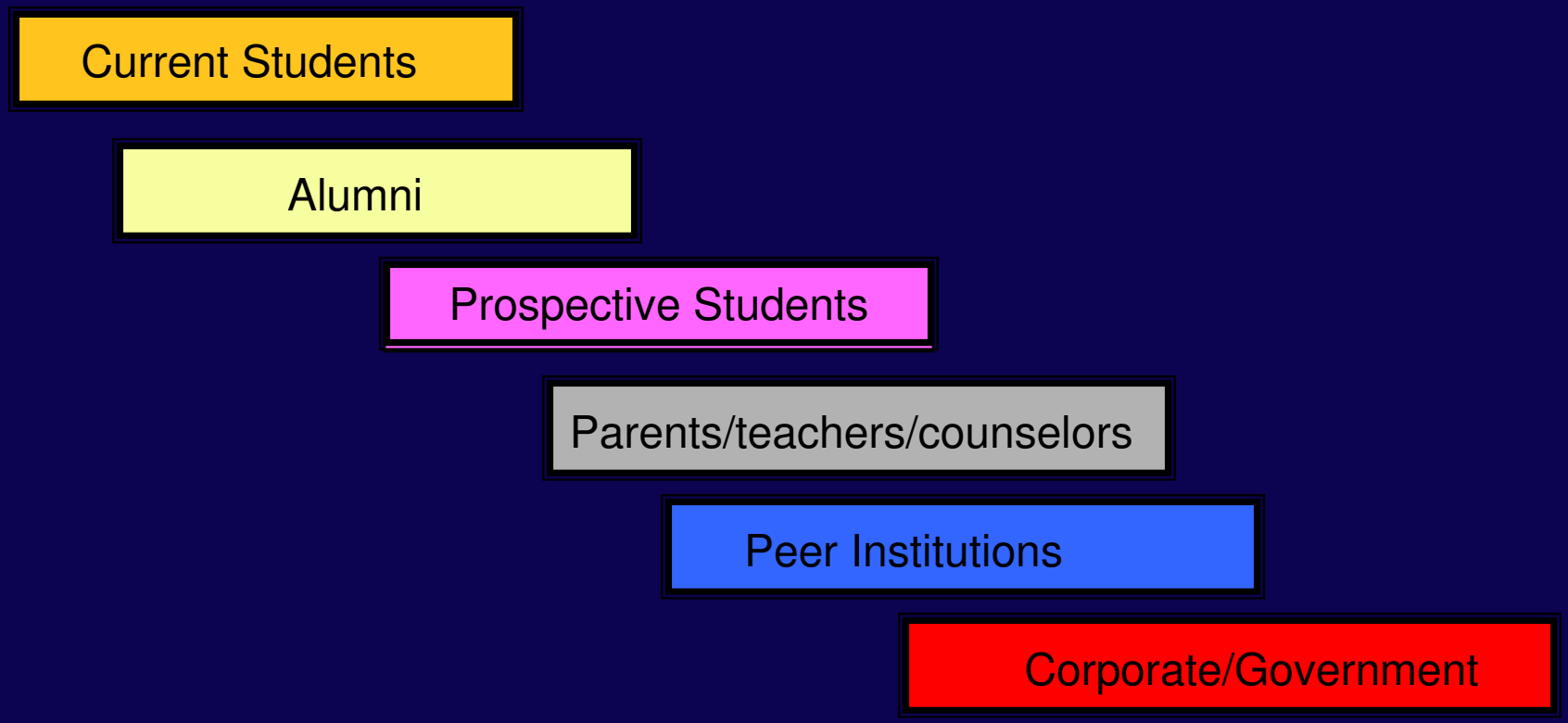
Strategic Planning

- Recruit Advisory Committee
- Analyze research results
- Develop GT brand strategy and message architecture
- Develop strategic integrated marketing plan w/ compelling value proposition for colleges; inclusive of students and parents
- Set & initiate operating mechanisms; budget controls

Execution

- Recruit solid marcomm and employee communications talent
- Begin building brand culture
- ID & execute on “low hanging fruit” to establish forward momentum
- Measure monthly progress to build credibility; report success and fix weaknesses
- Measure brand annually

Brand Audit

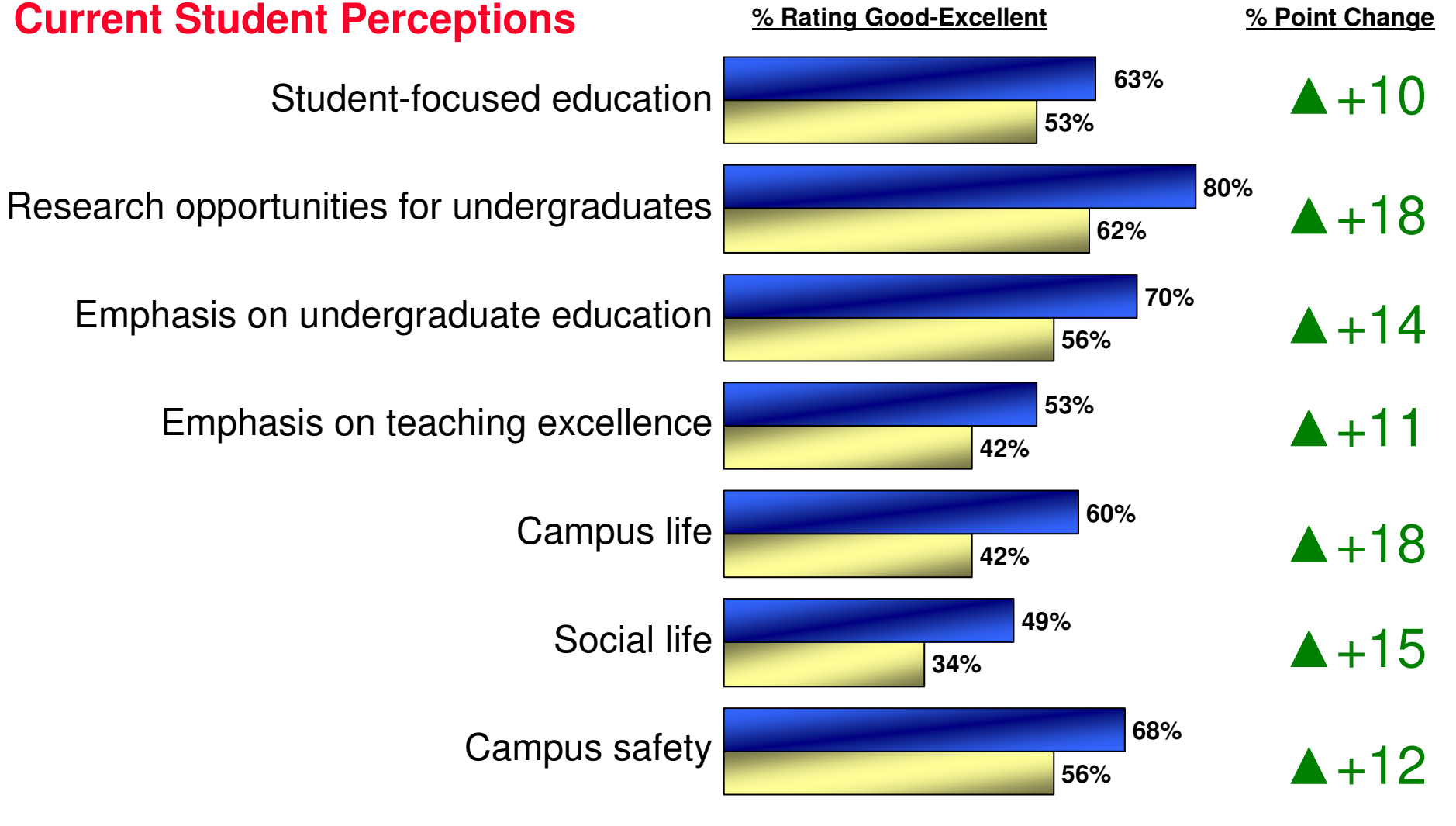

Current Students
Alumni
Prospective Students
Parents/teachers/counselors
Peer Institutions
Corporate/Government
Supplemental Data for Some Colleges, GTRI and GTTV

Top Findings

- **Moved from "up-and-comer" to solidified position as a technology institute**
- **Improvements in student and alumni perceptions bode well for extension to external image**
- **Awareness of Tech has increased but not deepened (corporate/government/peers, prospective students, parents, teachers/counselors)**
  - Has potential to hinder aspirational partnerships and extension of current partnerships
- **Tech interdisciplinary emphasis not recognized externally (time lag)**
- **International programs did not stand out**
- **Heavy reputational linkage with President's persona**

Improvement Trends Since 2002

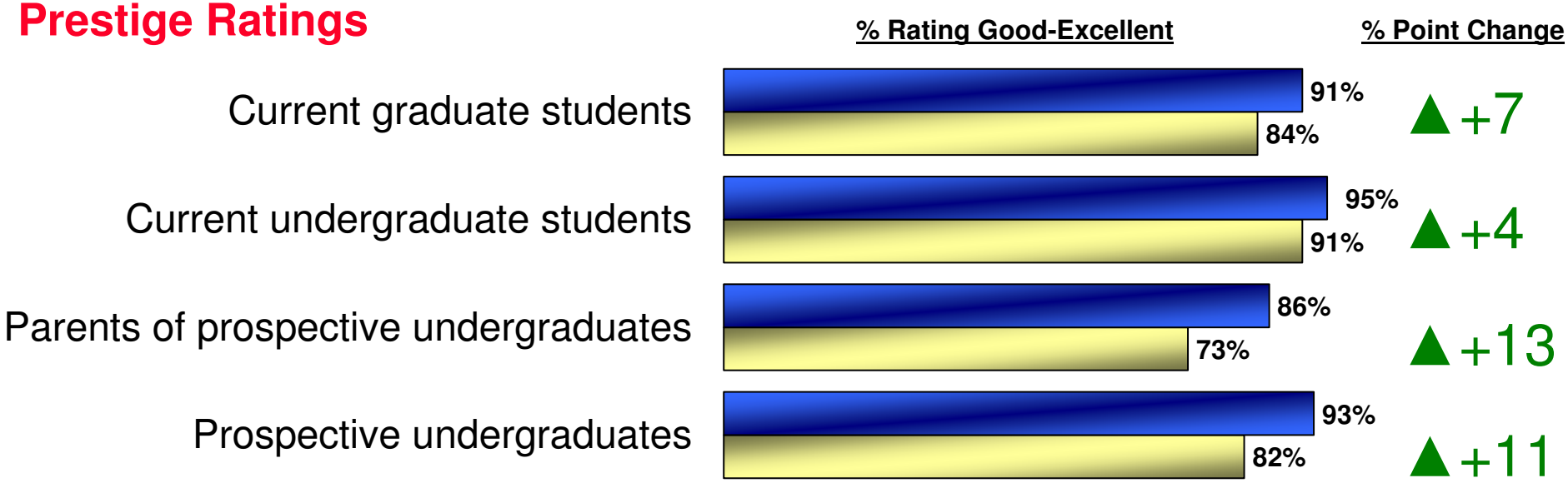
Current Student Perceptions



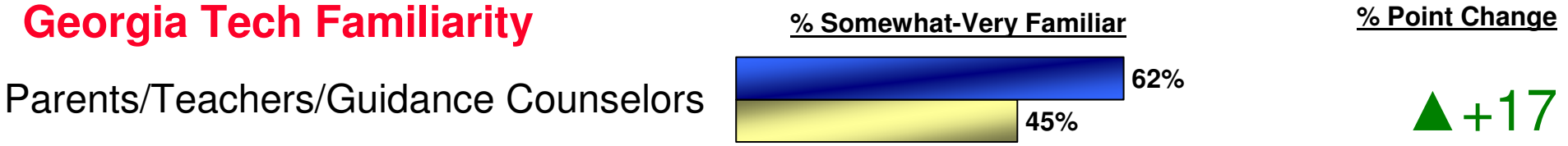
Some non-engineering school ratings suggest feelings of heightened prestige among these students

Improvement Trends Since 2002 (cont.)

Prestige Ratings



Georgia Tech Familiarity



2006
2002

Stable Trends Since 2002

- **Stayed the Same:**
  - Tech's overall ranking among key competitors (all audiences)
  - Excellence of engineering program compared to other disciplines (external audiences)
  - Tech's positive position among regional competitors
  - Tech's being rated slightly behind the nation's top private and technology schools (external audiences)
  - Tech's positive rating for vision and leadership

Optimize Competitive Position

As in 2002, Georgia Tech is ranked in a 2nd tier of schools just below a top tier that includes MIT and Stanford.

Internal Audiences

Upper Tier
- *Massachusetts Institute of Technology (9.6)*
- *Stanford University (9.2)*
- *California Institute of Technology (8.9)*
- *University of California - Berkeley (8.9)*

Middle Tier
- ***Georgia Institute of Technology (8.6)***
- *Johns Hopkins University (8.6)*
- *Cornell University (8.4)*

Lower Tier
- *Carnegie Mellon University (8.3)*
- *Emory University (8.1)*
- *Northwestern University (7.8)*
- *Purdue University (7.4)*
- *UCLA (7.3)*
- *University of Michigan (7.2)*
- *Pennsylvania State University (7.0)*
- *University of Illinois (6.9)*
- *University of Texas (6.9)*
- *Texas A&M University (6.2)*
- *Virginia Polytechnic and State University (6.1)*
- *North Carolina State University (6.0)*
- *University of Washington (5.9)*
- *University of Florida (5.8)*
- *University of Minnesota (5.6)*
- *University of Georgia (5.0)*

External Audiences

Upper Tier
- *Massachusetts Institute of Technology (8.9)*
- *Stanford University (8.9)*
- *Johns Hopkins University (8.5)*
- *Cornell University (8.4)*
- *University of California Berkeley (8.4)*
- *California Institute of Technology (8.1)*

Middle Tier
- *Northwestern University (7.9)*
- *UCLA (7.9)*
- *Purdue University (7.7)*
- ***Georgia Institute of Technology (7.6)***
- *Carnegie Mellon University (7.6)*
- *University of Michigan (7.6)*
- *Pennsylvania State University (7.5)*
- *Texas A&M University (7.5)*

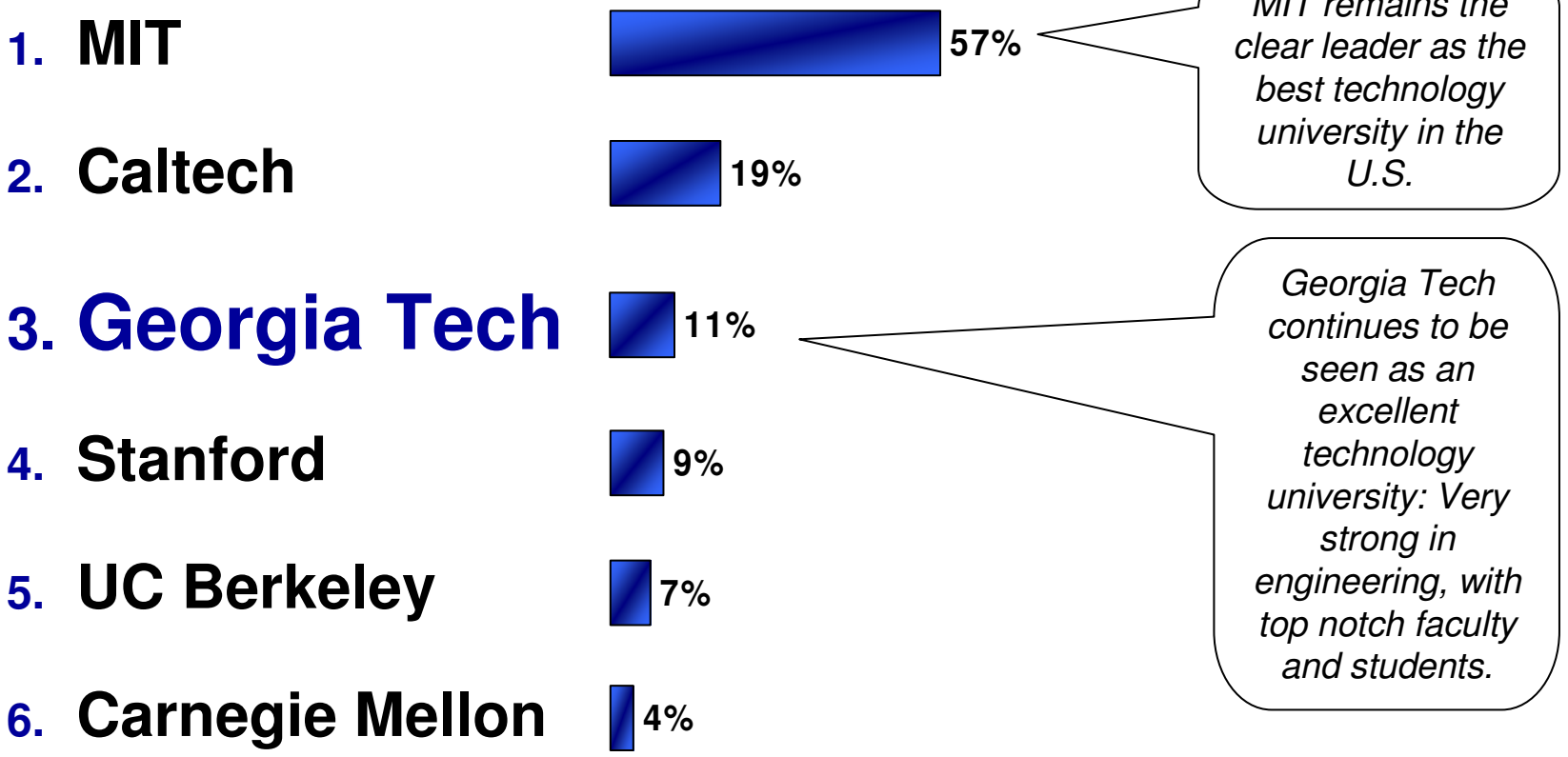
Lower Tier
- *University of Texas – Austin (7.2)*
- *Emory University (7.0)*
- *Virginia Polytechnic and State University (7.0)*
- *University of Georgia (6.8)*
- *University of Illinois (6.8)*
- *University of Washington (6.8)*
- *North Carolina State University (6.6)*
- *University of Florida (6.6)*
- *University of Minnesota (6.5)*

** Mean scores based on 10 point scale ratings.*

Optimize Competitive Position – Where We Stand

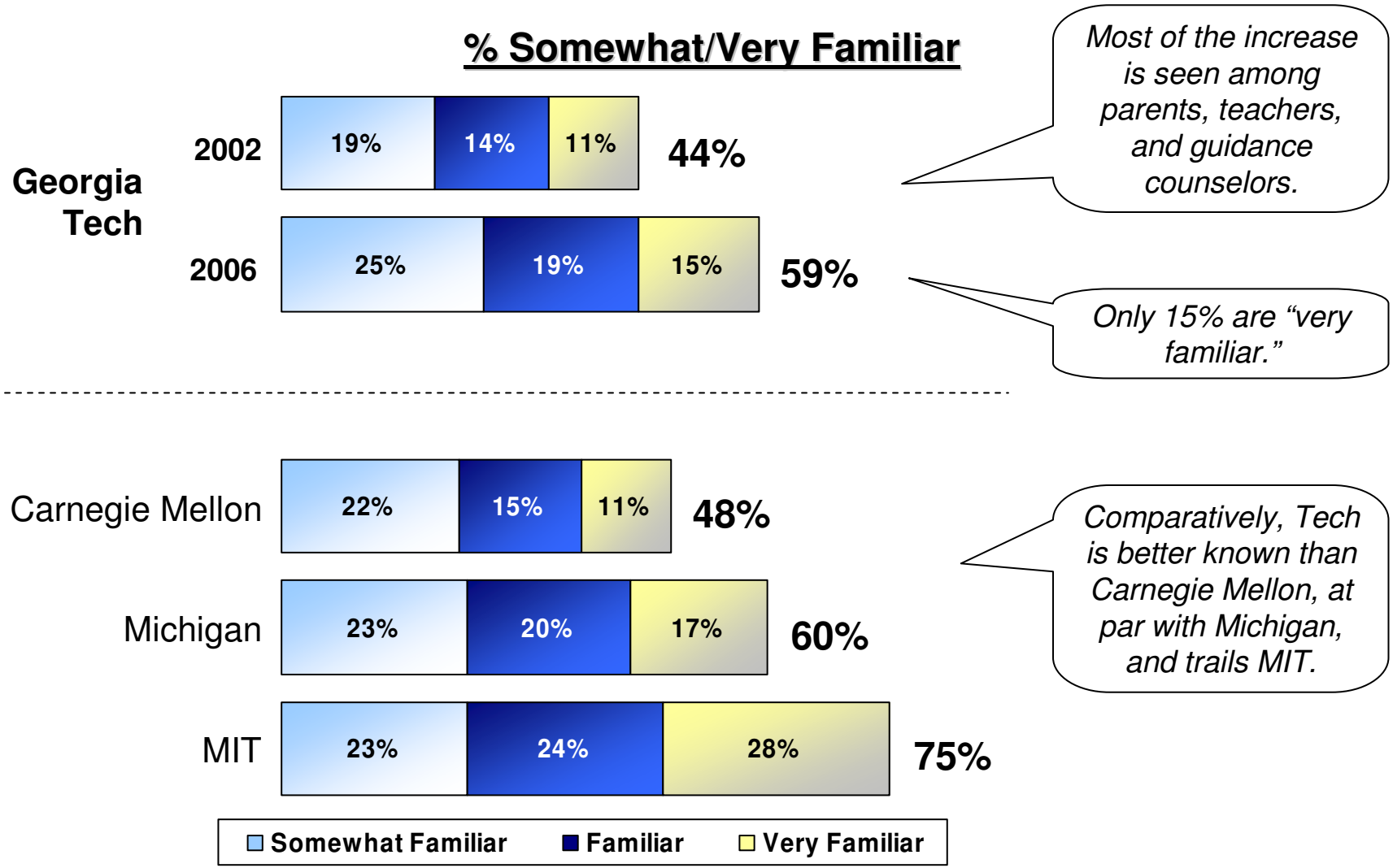
Georgia Tech continues to be the 3rd ranked technology institution in the country, but dramatically trails MIT (open-ended question response)

% Top 3 Technology Schools



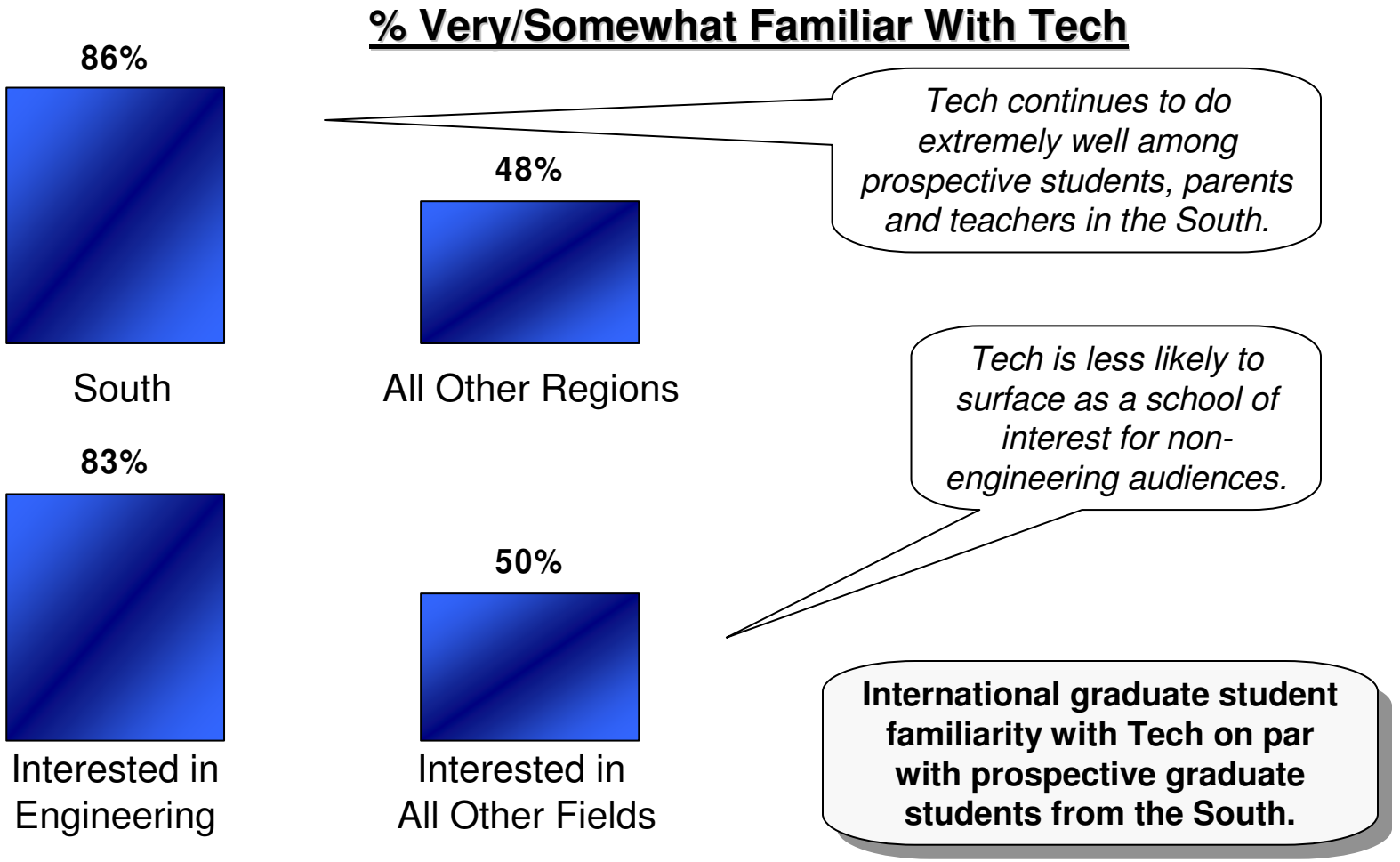
Develop National Brand Familiarity

There has been an increase in Georgia Tech familiarity from 2002.



Develop National Brand Familiarity (cont.)

Tech continues to be better known in the South and among those interested in the field of engineering.



Develop Brand Identity: Peers, Corporations, Government

Tech is most associated with nanotechnology, optics/photonics, biomedical technology and high performance computing.

Research Focus Areas	Association With Georgia Tech	Other Schools Associated with Research Focus Area
Biomedical technology	High	MIT, Johns Hopkins, Stanford
High performance computing	High	Carnegie Mellon, MIT, Illinois, Stanford, Caltech
Nanotechnology	High	MIT, Stanford, Caltech, Berkeley
Optics and Photonics	High	MIT, Illinois, University of Rochester, RIT, Stanford, Arizona
Alternative energy sources	Moderate	MIT, Stanford, Berkeley, Caltech
Environmental sustainability	Moderate	Stanford, MIT, Yale, Berkeley, Cornell
Public policy in technology	Moderate	MIT, Harvard, Carnegie Mellon
Health systems	Low	Johns Hopkins, Harvard, Duke, UCSF

Elevate Peer Perceptions/Rankings

Most peers say Georgia Tech's reputation has improved in the past 3-4 years.

Key Prestige Drivers	Georgia Tech
Overall Academic Quality	Good in **technology**, but narrow academic focus
Academic Quality of Specific Department	**Engineering** and **Computing** very strong, but not other disciplines
Institutional Leadership/Vision	**Very Strong**
Research Contribution/Innovation	Good in technology – **biomedical technology, nanotechnology**, and **optics/photonics** cited

Tech is seen as a desirable place to work for faculty.

Tech is seen as a great value - education received for cost.

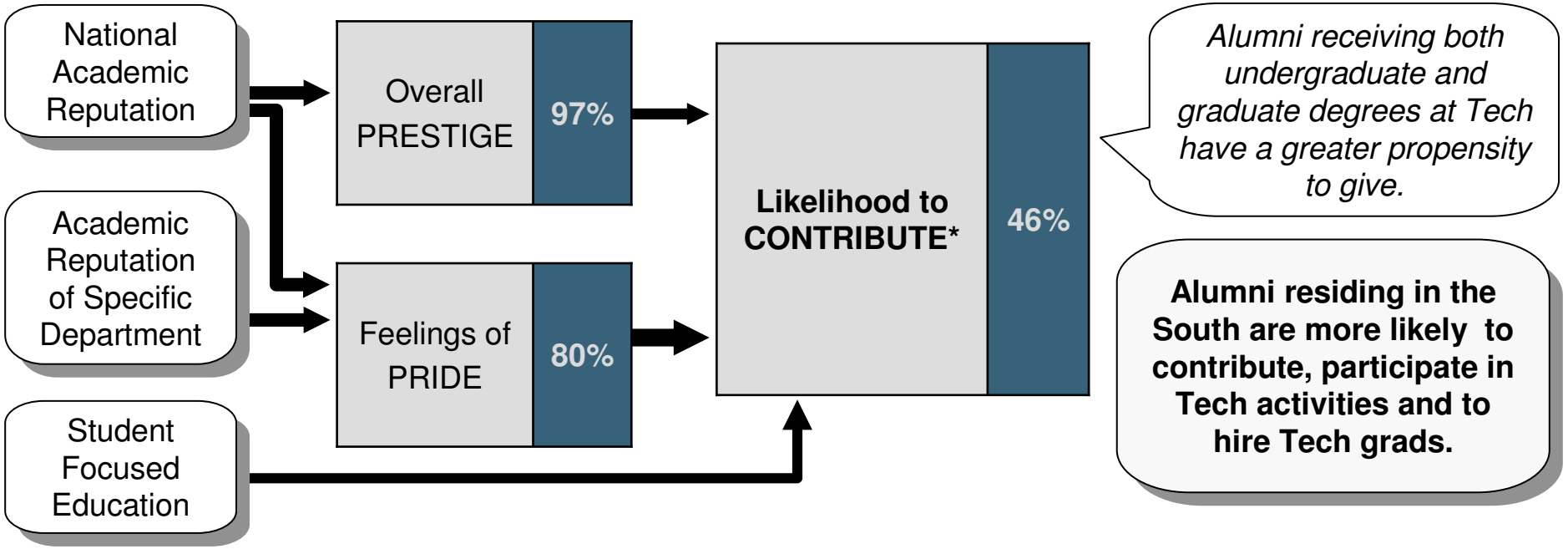
Tech's familiarity is broad but not necessarily deep.

Key Trends

- International – Tech well positioned in technology area
- Growing importance of technology - opportunity for Tech
- Competition for students – Tech can compete in technological space
- Interdisciplinary research – Tech needs to improve

Drive Annual Contributions: Alumni

Alumni likelihood to contribute is only moderately related to “feelings of pride” and “perceptions of prestige.”



Themes that resonate most with financial contributions:
Helping promote Tech’s overall academic quality and excellence, and benefits to students.

** Based only on annual roll call giving, not larger gifts.*

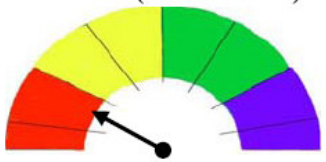
Rigorous Metrics

JANUARY DASHBOARD METRICS

(Reflects Georgia Tech's Total Media Coverage)

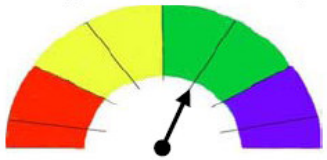
Georgia Tech Visibility

6% share (ranked 6th / 9)



Trend in Tonality

14% positive vs. 3% average



Message Communication

20% contained key messages

Spokesperson Visibility

8% overall share

BlueZone -indicates that Georgia Tech finished first among its competitors or has dramatically improved its performance on that metric.

GreenZone -indicates that Georgia Tech finished second, or that its performance is basically static on that metric.

YellowZone -indicates that Georgia Tech finished third or is slipping on that metric.

RedZone -indicates that Georgia Tech finished last and needs significant improvement on that metric.

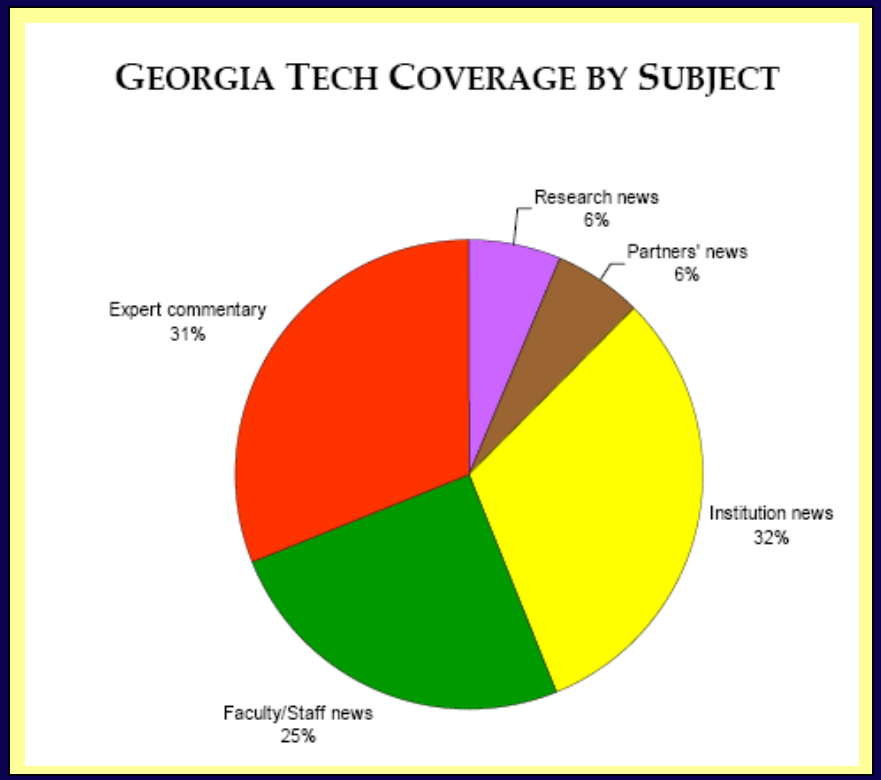
COMPETITOR RANK BY EXPOSURE

JULY 2006—JANUARY 2007

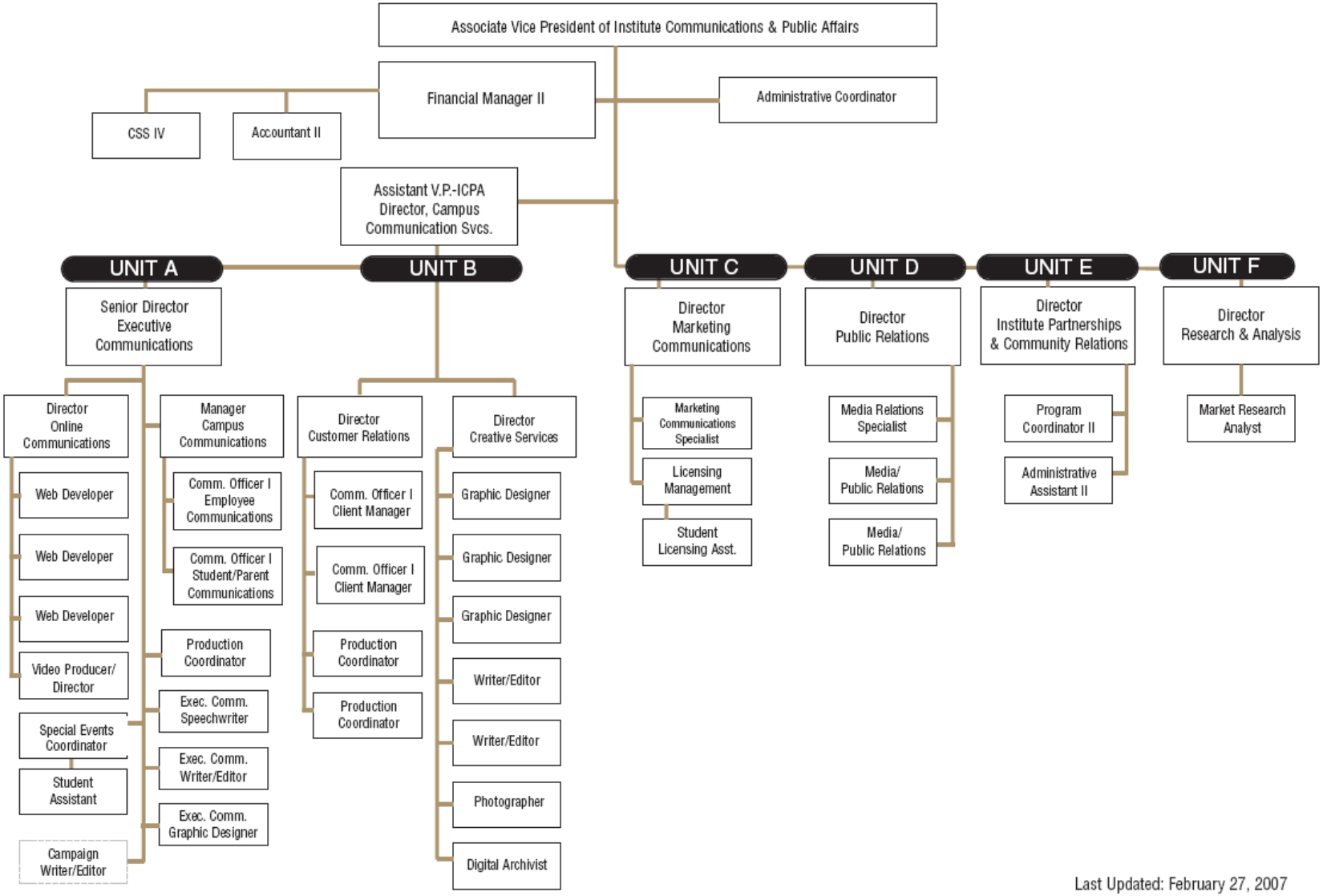
(Based on the total combined circulation of the national print and web media in which each institution was mentioned)

Rank	Institution	Share of Exposure
1	University of Michigan	27%
2	Stanford University	21%
3	Berkeley	17%
4	MIT	15%
5	Carnegie Mellon	5.1%
6	University of Florida	4.9%
7	Cal Tech	4%
8	University of Georgia	3.4%
9	Georgia Tech	2.9%

Rigorous Metrics



Proposed ICPA Reorganization Chart



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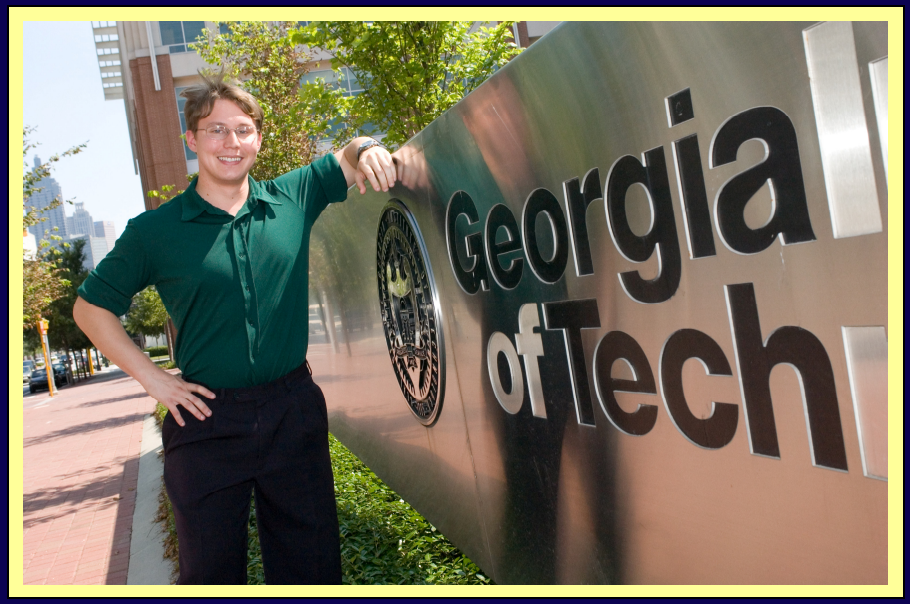

QUESTIONS